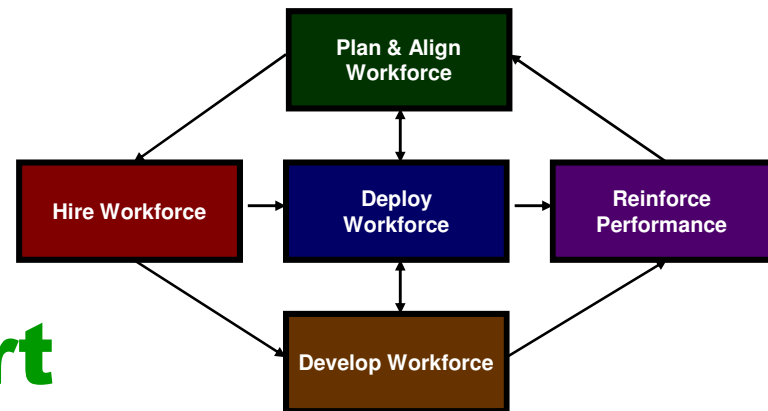




# Human Resource Management Report



October 2008

# Managers' Logic Model for Workforce Management



## Standard Performance Measures

### Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

### Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

### Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on “productive workplace” questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

### Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on “learning & development” questions
- Competency gap analysis (TBD)

### Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on “performance & accountability” questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

### Ultimate Outcomes

- Employee survey ratings on “commitment” questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

**Percent supervisors with current performance expectations for workforce management**

Management profile

Percent employees with current position/competency descriptions

Agency Priority: **Low**

## Workforce Management Expectations



Percent supervisors with current performance expectations for workforce management =  
**100%\***

\*Based on 58 of 58 supervisors

### Analysis:

- HCA has transitioned their Leadership Meetings into quarterly Leadership *Academy* sessions to provide training to supervisors on various topics. Courses from this time period related to performance management included:
  - *Coaching Skills for Managers and Leaders*
  - *Conflict Resolution*
- As indicated in the October 2007 report, standardized core competencies were developed for supervisors beginning with the FY07 performance reviews. Competencies include:
  - Leadership
  - Managing Performance
  - People Development
- Beginning with the 2007 PDPs, all supervisors were trained to use SMART goals for their performance expectations.

### Action Steps:

- Continue to offer leadership academy and training courses providing development for supervisors, with particular emphasis in the area of performance management.

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Percent supervisors with current performance expectations for workforce management

## Management profile

Percent employees with current position/competency descriptions

Agency Priority: **High**

## Management Profile



WMS Employees Headcount = 51

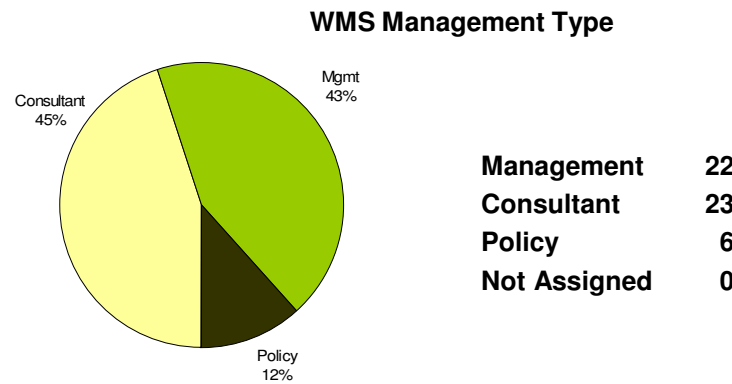
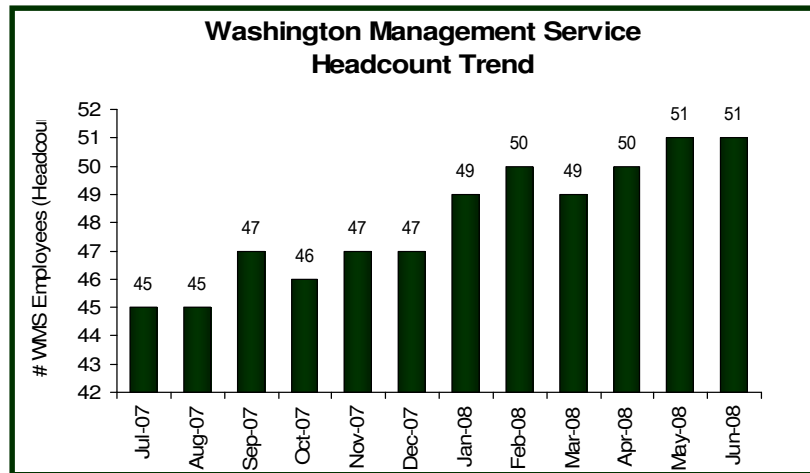
Percent of agency workforce that are WMS = **16.6%**

WMS Control Point – 15.7 %

Managers\* Headcount = 33

Percent of agency workforce that are Managers\* = 10.7%

\* In positions coded as "Manager" (includes EMS, WMS, and GS)



Data as of June 2008  
Source: HRMS BI

## Analysis:

- The HCA had an increase in WMS staffing from the last reporting period due to filling previously vacant positions and the creation of new positions to support legislation, the BAIAS project, and efficient operation of the agency.
- As stated in previous reports, our positions meet the RCW definition of WMS, even though all don't directly supervise. As part of the health care industry, we have a higher percentage of policy and consultants within WMS.

## Action Steps:

- As of September 2008, we are now below the control point. WMS staff has decreased to 48 (15.6%). We have reassigned duties in order to keep staffing the same and meet our business needs.
- We explored the process to recalculate our agency's WMS control point to take into account our legislatively mandated projects, as advised by the Department of Personnel.
- We will continue to monitor this area closely.

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

**Percent employees with current position/competency descriptions**

Agency Priority: **High**



## Current Position/Competency Descriptions

**Percent employees with current position/competency descriptions = 73%\***

\*Based on 217 of 297 reported employee count

Applies to employees in permanent positions, both WMS & GS

### Analysis:

- We have defined this measure to refer to the percentage of agency employees who have a completed Position Description Form (PDF). Positions with descriptions on the old Classification Questionnaire (CQ) form are not counted in this measure.
- We have seen a steady increase in completion of position description forms since last year's report – increasing our completion rate by 33 percent.
- We now ensure completion of position descriptions prior to recruitment. We have modified the job analysis worksheet to feed the information into the position description form as part of recommendations from the 2007 Hiring Process Improvement Project Team.
- Employee population has increased from 252 to 297.

### Action Steps:

- HR Consultants are working with supervisors to attain completion of all position descriptions.
- Job analyses will continue to be completed on each position prior to recruitment.
- HR will report progress on monthly status updates to the Deputy Director.

Data as of Sept 2008  
Source: Agency tracked

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-fill vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Agency Priority: **Low**

## Time-to-Hire / Candidate Quality



### Time-to-Hire Funded Vacancies

Average number of days to fill\*: 40

Number of vacancies filled: 70

\*Equals # of days from creation of the requisition to job offer acceptance

### Candidate Quality Surveys

During this time period, 31 hiring managers responded to our candidate quality survey:

- 80 percent of candidates interviewed for vacancies had the competencies needed to perform the job.
- 100 percent of those surveyed were able to hire the best candidate for the job.

### Analysis:

- Number of days to fill positions varies depending upon type of opening and location, but the average listed is from the point of request to the acceptance of offer.
- The HR Office filled our Recruitment and Sourcing Consultant position. This has provided more focus on our recruitment services.

### Action Steps:

- The 2007 Hiring Process Improvement Team recommended implementation of an electronic hiring action form which automates the approval and hiring process, resulting in a significant reduction in turnaround time. This form is anticipated to "go live" in early 2009.
- We are continuing to survey our hiring supervisors regarding the recruitment process, including candidate quality. We are regularly achieving a 90 percent participation rate to these surveys.
- We will continue to streamline processes as we provide full service recruiting, sourcing and resource pools.

Data Time Period: July 2007 through June 2008  
Source: HCA Recruitment Log and email surveys

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

Time-to-fill vacancies  
Candidate quality

**Hiring Balance**  
(proportion of appointment types)

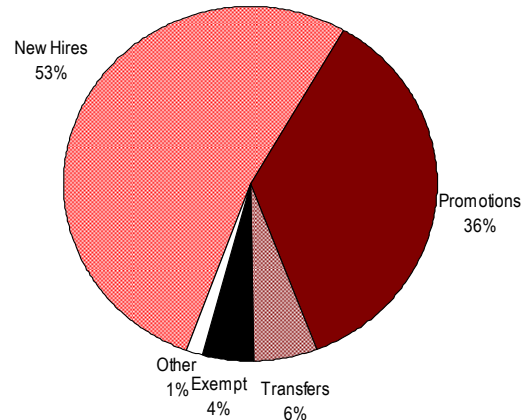
**Separation during review period**

Agency Priority: **Low**

## Hiring Balance / Separations During Review Period



Types of Appointments



**Total number of appointments = 70**

Includes appointments to permanent vacant positions only; excludes reassignments  
"Other" = Demotions, re-employment, reversion & RIF appointments

## Separation During Review Period

|   |          |
|---|----------|
| Probationary separations - Voluntary    | 2        |
| Probationary separations - Involuntary  | 2        |
| <i>Total Probationary Separations</i>   | <i>4</i> |
| <br>                                    |          |
| Trial Service separations - Voluntary   | 2        |
| Trial Service separations - Involuntary | 0        |
| <i>Total Trial Service Separations</i>  | <i>2</i> |

**Total Separations During Review Period 6**

## Analysis:

- Just over 50% of all hires were external due to the number of entry-level openings and/or higher-level positions requiring specialized experience or educational background.
- Promotions within HCA have increased from 29% to 36%.
- Supervisors are using the probationary and trial service periods to more closely evaluate the new employee's performance.
- Voluntary separations in FY 08 were due to a variety of reasons. Involuntary separations were due to absenteeism, performance, and changes in staffing needs for the BAIAS Project.

## Action Steps:

- Supervisors are becoming more attentive to the need to proactively respond to performance problems and absenteeism.
- To improve screening, we implemented a background check process in August 2008.
- An agency on-boarding process will be implemented in early 2009.
- We will continue to conduct exit interviews with departing staff, share the information with executive team and make changes to our policies and procedures as appropriate.

Data Time Period: July 2007 through June 2008  
Source: HRMS BI



# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

### Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: **Low**



## Current Performance Expectations

**Percent employees with current performance expectations = 99%\***

\*Based on 285 of 286 reported employee count

Applies to employees in permanent positions, both WMS & GS

### Analysis:

- Commitment from executive leadership has contributed toward our Performance Development Plan (PDP) completion goal.
- Only one employee's performance expectations were not set prior to our deadline of September 30, 2008.
- Beginning with the 2007 PDPs, all supervisors were trained to use SMART goals for their performance expectations.
- There was difficulty for supervisors in completing their plans and reviews at the same time. It was also problematic to have plans for the current review period due three months after their effective date.

### Action Steps:

- Executive leadership will take the lead on timely setting of expectations in order to create the cascading effect and correlation between each manager, supervisor, and employee's expectations as they relate to agency goals.
- Next year, plans and reviews will not be due at the same time. Plans will be completed on or before July 1, 2008 for the time period of July 1, 2009 to June 30, 2010. The administrator and two deputies will complete their plans for the upcoming year for their direct reports by May 31, 2009 and all other supervisors will complete theirs by June 30, 2009. Reviews for July 1, 2008 to June 30, 2009 will be due by August 31, 2009.
- The Performance Management Committee has recommended the formation of a Quality Review Team for all PDPs for 2009. In the meantime, Human Resource Consultants will review all PDPs and provide coaching to supervisors who need assistance.

Data as of Sept 2008

Source: SuccessFactors

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

## Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: **Low**

## Employee Survey "Productive Workplace" Ratings



Overall average score for "Productive Workplace" ratings = **3.9**

Data as of Nov 2007  
Source: DOP Employee Survey

## Analysis:

- 86% of employees participated in the Employee Survey in 2007.
- HCA tied on question "My supervisor treats me with dignity and respect", but scored higher than the statewide average for all other questions.
- Question 13 was new this year. HCA scored higher than the statewide average by .07 points.
- An additional survey was conducted in Basic Health mid-year due to a change in leadership, resulting in higher scores for this program area.

## Action Steps:

- Continue conversations regarding performance expectations and progress.
- Continue to incorporate employee feedback to survey results in on-going discussions.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

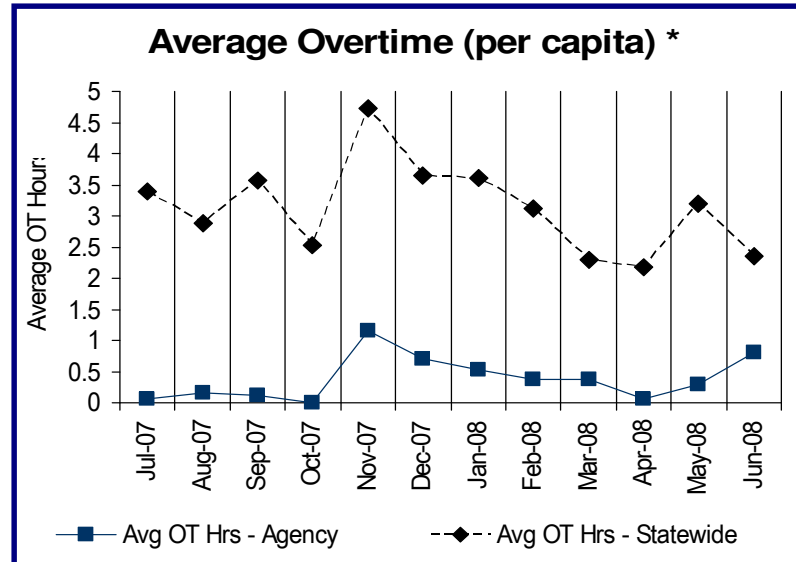
Percent employees with current performance expectations  
Employee survey ratings on "productive workplace" questions

## Overtime usage

Sick leave usage  
Non-disciplinary grievances/appeals filed and disposition (outcomes)  
Worker safety

Agency Priority: **Low**

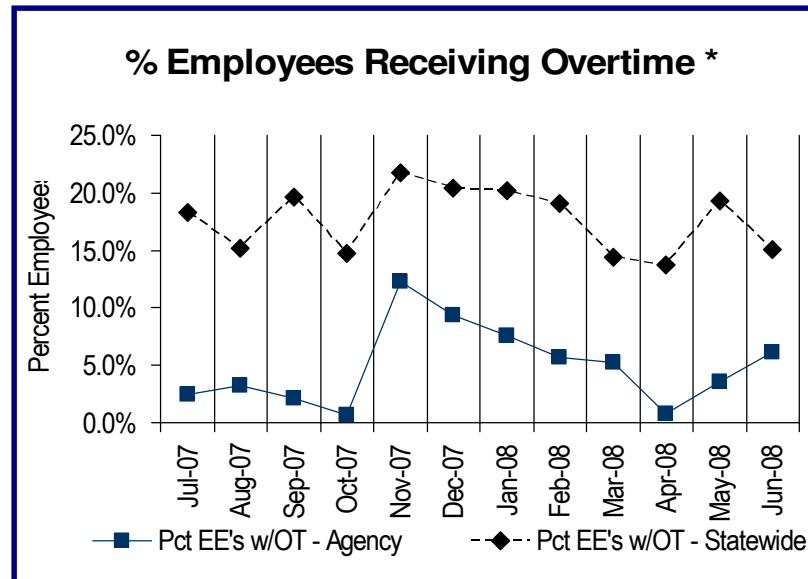
## Overtime Usage



Overall agency avg overtime usage – per capita, per month: 0.39\*\*

\*Statewide overtime values do not include DNR

\*\*Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months



Overall agency avg employees receiving overtime per month: 4.92%\*\*

\*Statewide overtime values do not include DNR

\*\*Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Data Time Period: July 2007 through June 2008  
Source: HRMS BI

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

## Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

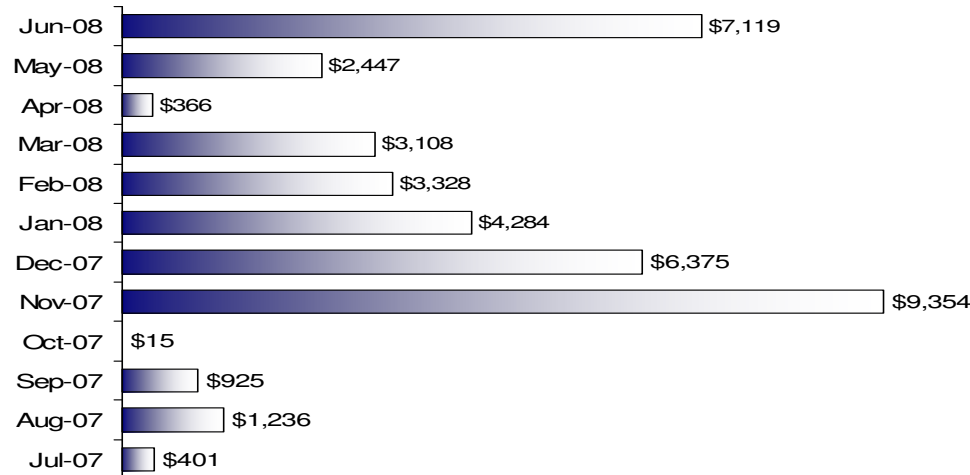
Worker safety

Agency Priority: **Low**

## Overtime Usage (Cont'd)



### Overtime Cost - Agency



## Analysis:

- Agency overtime costs have decreased significantly, by over \$157,000 since last year.
- The 2007 overtime was predominantly from the Basic Health program due to a shift in their training and quality review programs. These changes delayed the hiring of 20+ staff resulting in large production backlogs, which persisted into 2007. Since that time, staffing has been stable.
- Although workload volumes have not decreased, how the program plans for the cyclical nature of workload has changed. For instance, Basic Health has shifted their hiring and training processes and benefits specialists are now recruited into classes that start on a regular basis.
- Additionally, the program now uses overtime to prevent the creation of a backlog by identifying peak workload periods before they arrive and scheduling overtime prior to falling behind.

## Action Steps:

- The agency is continuing to be proactive in terms of overtime. This has proven to be beneficial to Basic Health in avoiding the "snowball effect" created by backlogs.

Data Time Period: July 2007 through June 2008  
Source: HRMS BI

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

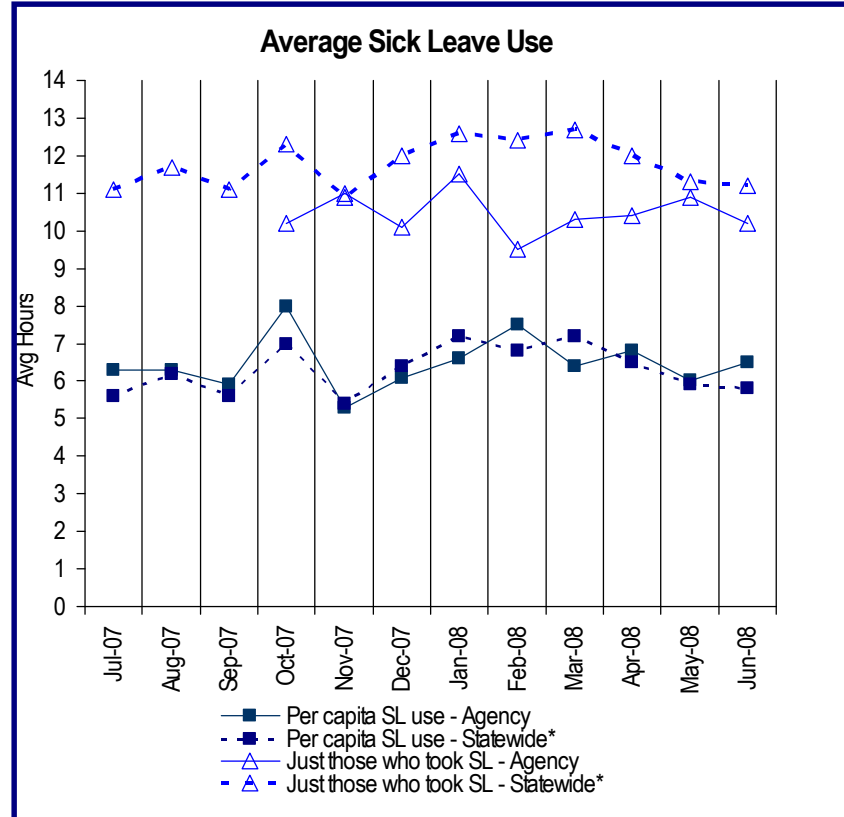
## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: **High**

## Sick Leave Usage



### Sick Leave Hrs Used / Earned (per capita)

| Avg Hrs SL Used (per capita) Agency | % of SL Hrs Earned (per capita) Agency | Avg Hrs SL Used (per capita) Statewide | % of SL Hrs Earned (per capita) Statewide |
|-------------------------------------|--|--|---|
| 6.5 Hrs                             | 82.9%                                  | 6.3 Hrs                                | 81.3%                                     |

### Sick Leave Hrs Used / Earned (those who took SL)

| Avg Hrs SL Used (those who took SL) Agency | % SL Hrs Earned (those who took SL) Agency | Avg Hrs SL Used (those who took SL) Statewide | % SL Hrs Earned (those who took SL) Statewide |
|--|--|---|---|
| 10.4 Hrs                                   | 130.1%                                     | 11.8 Hrs                                      | 147.3%  |

\* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: July 2007 through June 2008

Source: DOP

## Analysis:

- HCA sick leave use per employee is higher than the statewide average:
  - 3.37% of reported sick leave is due to approved FMLA absences.
- HCA sick leave use for only those who used sick leave is lower than the statewide average.
- Action Steps:**
  - We are heightening our administrator's message of being "present to win".
  - We are increasing accountability for reporting planned and unplanned leave at program head levels.
  - HR will continue to work directly with supervisors in cases of leave abuse.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

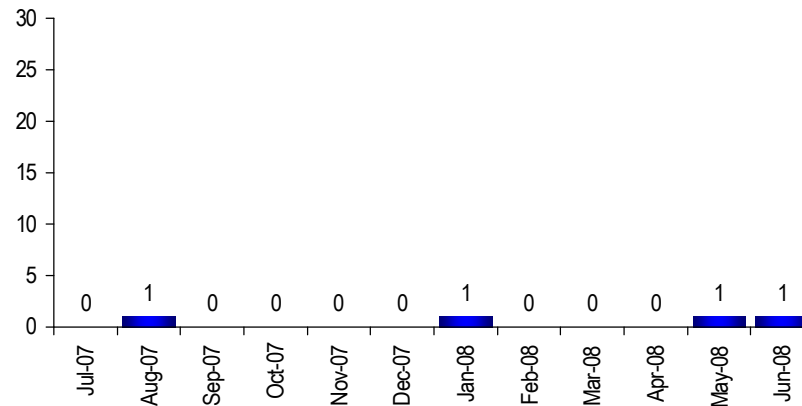
Worker safety

Agency Priority: **Low**

## Non-Disciplinary Grievances (represented employees)



Number of Non-Disciplinary Grievances Filed



**Total Non-Disciplinary Grievances = 4**

## Top Non-Disciplinary Grievance Types and Disposition

| Grievance Type        | No. Filed | Disposition                        |
|-----------------------|-----------|------------------------------------|
| Family Medical Leave  | 1         | Resolved at Step One               |
| Hours of Work         | 1         | Resolved at PARM                   |
| Hiring & Appointments | 1         | Resolved Prior to Step One Meeting |
| Vacation Leave        | 1         | Resolved Prior to Step One Meeting |

Data Time Period: July 2007 through June 2008  
Source: Agency tracked

## Analysis:

- HCA has only one WFSE bargaining unit.
- All grievances were resolved prior to arbitration.
- We have been pleased with our new relationship with the WFSE. We have had issues move through the grievance process; however, the communications have been positive and issues have been resolved. Even the case that was set toward arbitration still resulted in positive communication with the goal of finding a way to resolve the issue.

## Action Steps:

- We will continue to partner with the Union to resolve issues at the lowest level.
- We will continue to hold quarterly Union Management Communication Committee meetings as well as monthly meetings with the WFSE and Basic Health to address issues as they arise.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Worker safety

Agency Priority: **Low**

## Non-Disciplinary Appeals (non-represented employees)



**The HCA had no non-disciplinary appeals through the DOP Director's Review or the Personnel Resources Board.**

Data Time Period: July 2007 through June 2008  
Source: DOP

# Deploy Workforce

## Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations  
Employee survey ratings on 'productive workplace' questions  
Overtime usage  
Sick leave usage  
Non-disciplinary grievances/appeals filed and disposition outcomes

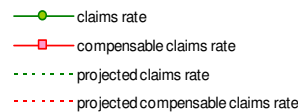
## Worker Safety

### Agency Priority: **Medium**

#### Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE



All rates as of 06-30-2008

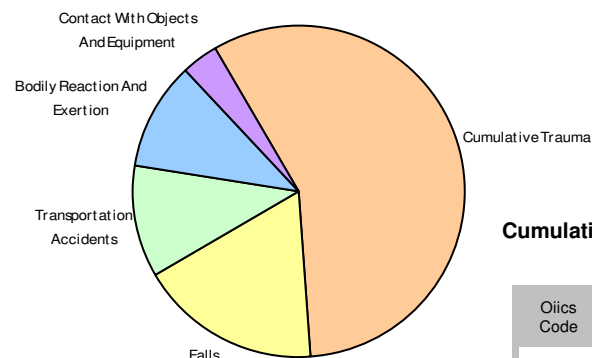
### Worker Safety



#### Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

Calendar year-quarter 2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



#### Cumulative Trauma Claims

| Oiics Code | Oiics Description            | Count |
|------------|------------------------------|-------|
| 2          | Bodily Reaction And Exertion | 14    |
| 9          | Other Events Or Exposures    | 2     |



# Deploy Workforce

## Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations  
Employee survey ratings on 'productive workplace' questions  
Overtime usage  
Sick leave usage  
Non-disciplinary grievances/appeals filed and disposition outcomes

## Worker Safety

Agency Priority: **Medium**

## Worker Safety (Cont'd)



### Analysis:

- Historically, claims resulting in time loss have taken too long to close. While the majority of our claims have been Cumulative Trauma Claims, we had zero incidents during the last two quarters.
- Transportation accidents have continued to occur, although without injury during the last two quarters.
- In 2007, the agency has increased its emphasis on workplace safety awareness.
- We established a new policy on *Maintaining Personal Safety*.
- Workplace violence continues to be a growing concern, locally and nationally. We brought an in-house trainer to conduct Workplace Violence training and to date have trained over 85% of our workforce.
- Claims Management moved to the HR Office in January 2008, to be more easily coordinated with Return-to-Work, FMLA and Reasonable Accommodation.
- Effective July 2007, agency policy requires everyone who drives while on state business to successfully complete a defensive driving course and directed employees to refrain from using cell phones.
- In 2008, we implemented the following programs: Hazard Reporting, Job Hazard Analysis, Accident Prevention and New Employee Safety Orientation.

### Action Plan:

- Ensure 100 percent of our employees are trained on Workplace Violence.
- Continue efforts to increase both Safety and Wellness awareness in the agency.
- Continue our Ergonomics Program

# Develop Workforce

## Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

## Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Agency Priority: **Low**

## Individual Development Plans



**Percent employees with current individual development plans (IDP) = 99%\***

\*Based on 285 of 286 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- HCA completed all but one IDP by September 30, 2008.
- SuccessFactors, implemented in July 2007, associates learning activities with specific competencies for current or future growth.

## Action Steps:

- Steps taken to ensure more timely completion of performance plans in 2009.

Data as of Sept 2008  
Source: SuccessFactors

# Develop Workforce

## Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

## Performance Measures

Percent employees with current individual development plans

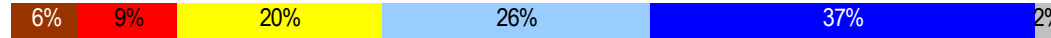
Employee survey ratings on "learning & development" questions

Agency Priority: **Low**



## Employee Survey "Learning & Development" Ratings

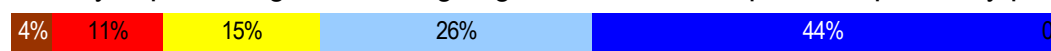
Q5. I have opportunities at work to learn and grow.



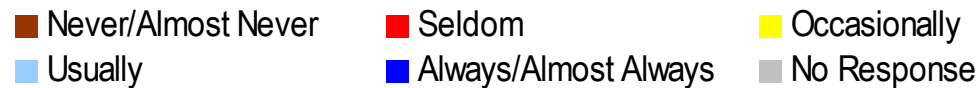
Avg

3.8

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.



4.0



Overall average score for "Learning & Development" ratings = **3.9**

### Analysis:

- HCA scored higher than the statewide average on both questions. We also showed improvement in both since last survey.
- HCA has had ten Developmental Job Assignments (DJAs) available to employees and has provided additional opportunities to work on special projects.

### Action Steps:

- Continue to offer special projects and individual opportunities for growth and development, including monthly brown-bag sessions and Developmental Job Assignments.
- As recommended by the Performance Management Committee, supervisors will address career development options during PDP discussions.
- As recommended by the Performance Management Committee, the agency will implement a mentoring program in 2009.

Data as of Nov 2007  
Source: DOP Employee Survey

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

### Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: **Low**



## Current Performance Reviews

**Percent employees with current performance reviews = 99%\***

\*Based on 259 of 260 reported employee count (those that were due inside of the FY08 period)

Applies to employees in permanent positions, both WMS & GS

### Analysis:

- HCA transitioned to one annual due date for performance reviews of September 30.
- HCA completed all but one PDP by September 30, 2008.
- There was difficulty for supervisors in completing their plans and reviews at the same time. It was also problematic to have plans for the current review period due three months after their effective date.

### Action Steps:

- As recommended by the Performance Management Committee, Key Results Expected will be discussed throughout the year in regular meetings with staff.
- Next year, plans and reviews will not be due at the same time. Plans will be completed before July 1, 2009 for the time period of July 1, 2009 to June 30, 2010. The Administrator and two deputies will complete their plans for the upcoming year for their direct reports by May 31, 2009 and all other supervisors will complete theirs by June 30, 2009. Reviews for July 1, 2008 to June 30, 2009 will be due by August 31, 2009.

Data as of Sept 2008  
Source: SuccessFactors

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

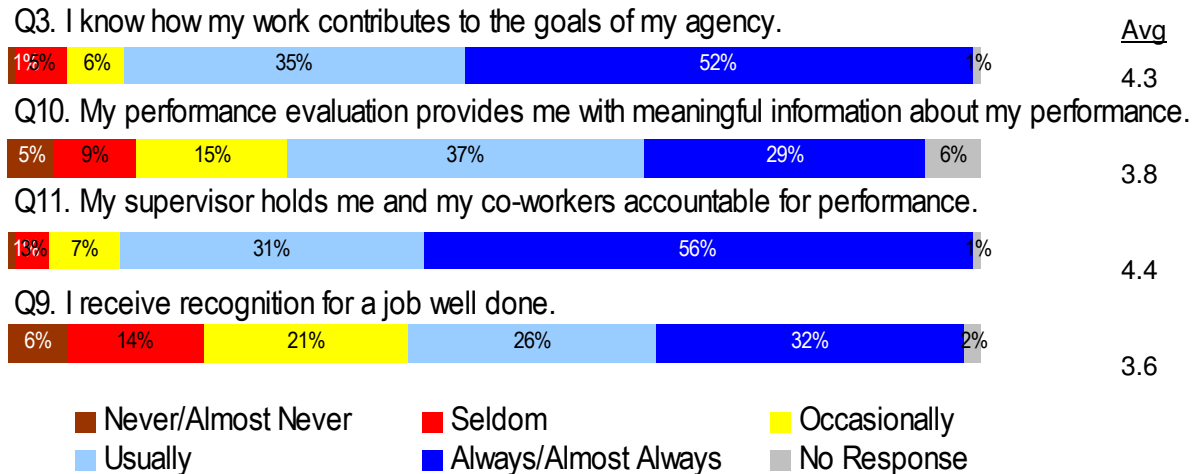
## Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: **Medium**



## Employee Survey "Performance & Accountability" Ratings



Overall average score for "Performance & Accountability" ratings = **4.1**

### Analysis:

- Performance reviews, accountability, recognition, and employees knowing how their work contributed to the goals of the agency were all higher this year.
- HCA survey results were higher than the statewide average on all questions.
- We are pleased with our continued participation rate of 86%.

### Action Steps:

- Encourage supervisors to use the writing function within the SuccessFactors system in addition to working with Human Resources to help provide meaningful feedback to employees.
- We continue to revise and reset strategic goals each year. Improved efforts are needed to fully communicate to all levels of the organizations. A new communications workgroup has been established to respond to these issues.

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Agency Priority: **Low**



## Formal Disciplinary Actions

### Disciplinary Action Taken

| Action Type                       | # of Actions    |
|-----------------------------------|-----------------|
| Dismissals                        | 0               |
| Demotions                         | 0               |
| Suspensions                       | 0               |
| Reduction in Pay                  | 0               |
| <b>Total Disciplinary Actions</b> | <b><u>0</u></b> |

### Analysis:

- We had one resignation in lieu of dismissal during this time period.

### Action Steps:

- We will continue to explore all options when faced with disciplinary issues, beyond formal disciplinary action.

Data Time Period: July 2007 through June 2008  
Source: Agency tracked

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Agency Priority: **Low**

## Disciplinary Grievances and Appeals



**There were no disciplinary grievances, nor related appeals during this time period.**

Data Time Period: July 2007 through June 2008  
Source: Agency tracked

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Agency Priority: **Medium**



## Employee Survey "Employee Commitment" Ratings

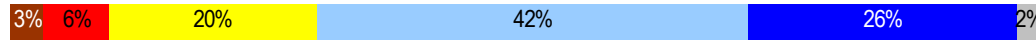
Q3. I know how my work contributes to the goals of my agency.

Avg



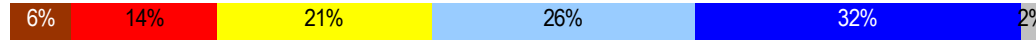
4.3

Q12. I know how my agency measures its success.



3.8

Q9. I receive recognition for a job well done.



3.6

■ Never/Almost Never   
 ■ Seldom   
 ■ Occasionally  
■ Usually   
 ■ Always/Almost Always   
 ■ No Response

Overall average score for "Employee Commitment" ratings: **3.9**

### Analysis:

- Overall score for "Employee Commitment" increased since last survey from 3.7 to 3.9.
- HCA survey results were higher than the statewide average on all questions.

### Action Steps:

- Goal posters displayed throughout the HCA prompt employees to think about how their work contributes to the goals of the agency.
- Continue to have events throughout the year to encourage and recognize employees.
- Continue to incorporate employee feedback to survey results in on-going discussions.
- As recommended by the Performance Management Committee, supervisors will include recognition preferences as part of the PDP process.
- Continue to work on internal communication efforts as identified by Performance Management Committee workgroup.



# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Employee survey ratings on "commitment" questions

## Turnover rates and types

Turnover rate: key occupational categories

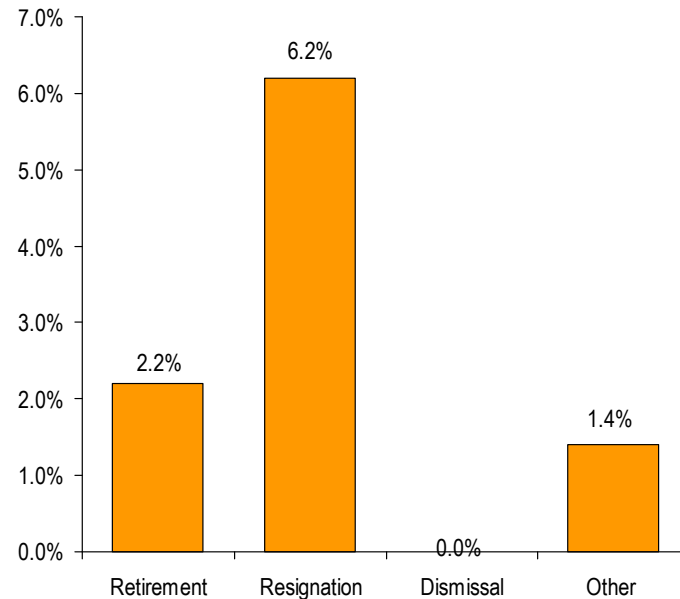
Workforce diversity profile

Agency Priority: **Medium**

## Turnover Rates



Total % Turnover (leaving state)



Total Turnover Actions: 27 Total % Turnover: 9.8%

Note: Movement to another agency is currently not available in HRMS/BI

## Analysis:

- Turnover is spread across the agency with no targeted areas of concern.
- HCA separations consisted of :
  - (2) probationary separations,
  - (1) project separation,
  - (2) resignations due to illness,
  - (5) moved from the vicinity,
  - (7) employees retired, and
  - (10) resigned for reason "other".
- Outside of the figures listed in our chart, (14) employees promoted and/or transferred out to other agencies.
- Turnover has decreased slightly since last October's report. We are still above the statewide average of 4.5% from April of 2008.

## Action Steps:

- Exit survey information compiled and updates are provided to executive management.
- HR staff will continue to monitor any trends in turnover.

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

## Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

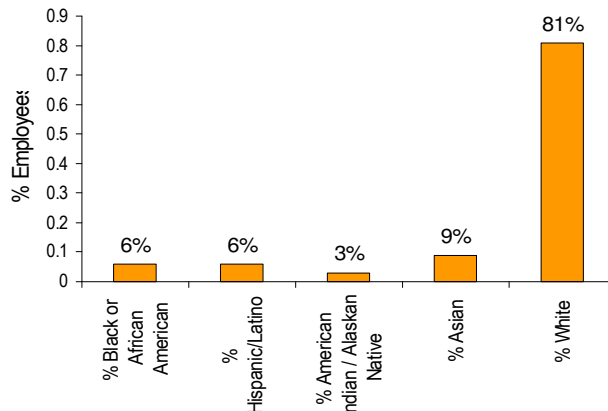
Agency Priority: **Medium**

## Workforce Diversity Profile

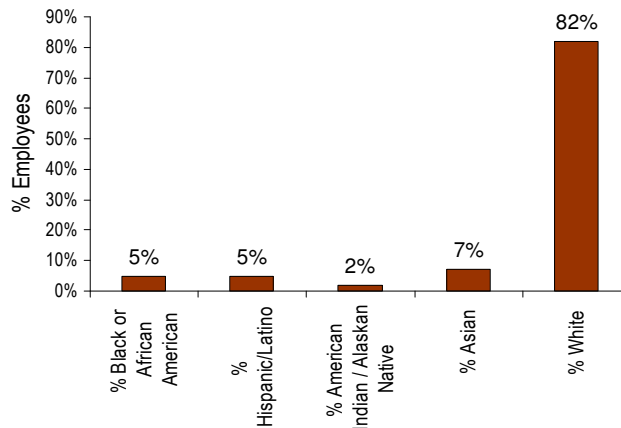


|                         | Agency | State |
|-------------------------|--------|-------|
| Female                  | 75%    | 53%   |
| Persons w/Disabilities  | 5%     | 4%    |
| Vietnam Era Veterans    | 3%     | 6%    |
| Veterans w/Disabilities | 2%     | 2%    |
| People of color         | 24%    | 15%   |
| Persons over 40         | 66%    | 75%   |

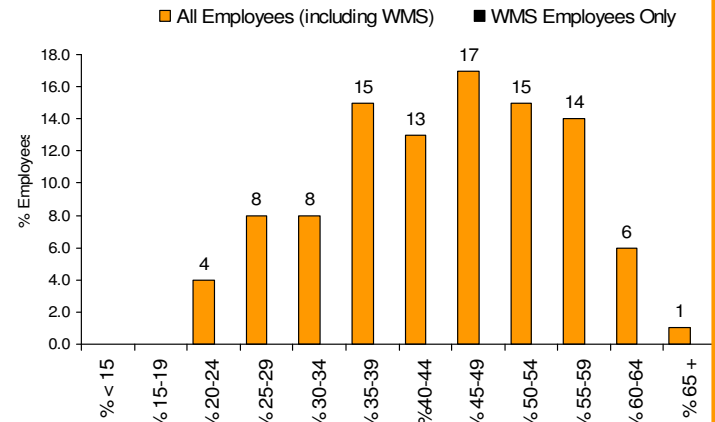
Diversity Profile by Ethnicity - Agency



Diversity Profile by Ethnicity - Statewide



Percent Age Distribution



## Analysis:

- HCA exceeds the state in the majority of listed categories.
- Vietnam Veterans has been a difficult area to target, primarily due to persons in this category not entering the workforce.
- We are seeing a younger applicant pool, composed predominantly of females, in our largest classification group of benefits specialists.

## Action Steps:

- Continue to use a variety of resources to attract diverse candidates to the applicant pool.

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

## Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Agency Priority: **Medium**

## Workforce Diversity Profile



### Employee Survey "Support for a Diverse Workforce" Ratings



Avg  
3.9

■ Never/Almost Never    ■ Seldom    ■ Occasionally  
■ Usually    ■ Always/Almost Always    ■ No Response

Average rating for "Agency support for a diverse workforce". = **3.9**

#### Analysis:

- HCA scored higher than the statewide average of 3.8 for this question.

#### Action Steps:

- We will continue to ensure we are reaching out to our diverse workforce including our recruitment efforts and support to our current staff.